



TO: THE CITY COUNCIL OF THE CITY OF CLEVELAND

**FROM: CONCERNED CITIZENS OF THE CITY OF CLEVELAND,
REPRESENTING WARDS 1, 3, 7, 8, 11 AND 17**

**RE: POSITION OF STATEMENT FOR REFORM OF THE
DEPARTMENT OF LAW OF THE CITY OF CLEVELAND**

In the social climate where laborers are fighting for an increased minimum wage, it can be easy to dismiss a prayer by attorneys for a market-level wage, especially from those who work for the government. However, such a brush-off would ignore the tantamount stakes held by the constituency of these attorneys: the fiduciary duty owed to the citizens, local commuters, and visitors of that jurisdiction to provide the highest quality services and protection. But when the chief executives of that government choose to gamble with the fate of this constituency by continuously and systematically maintaining an attorney population at abysmally depressed below-market wages, the governed are betrayed with lackluster and disgruntled representation. Our city's Law Department is guilty of creating a system of disincentives whereby its constituency is represented by attorneys working at bottom-of-the-barrel wages with no motivation to provide the excellent quality services deserved by those citizens, commuters, and visitors.

Therefore, it is your duty, as Councilmembers and representatives of the City of Cleveland, to take a closer look at this plight. Each of you must directly decide for yourselves whether you are comfortable with the risks to which your voting and non-voting constituencies—ward citizens, Northeast Ohio commuters, and visitors

from around the globe—are subjected. It is your duty to act without haste upon true facts, raw data, and ultimately the interests of the City of Cleveland.

I

BRIEF HISTORY

The attorneys of the City of Cleveland’s Law Department have endured far-below-market wages since the Jackson Administration has taken power, the last raise received¹ being from former Mayor Jane Campbell’s Law Director, Subodh Chandra—***15 years ago***. In response to the neglect by the Jackson Administration, a grassroots movement among the city attorneys grew to seek protection through union representation in 2011. After a landslide secret ballot by the attorneys in favor of unionization, the Teamsters Local 436, on behalf of our city’s attorneys, sought recognition as the legitimate representative of those attorneys of the Law Department on July 11, 2012.

However, the Jackson Administration fought vigorously to oppose the city attorneys before the State Employment Relations Board,² the Franklin County Court of Common Pleas,³ and the Tenth District Court of Appeals.⁴ The city attorneys were even able to secure representation by their former Law Director: Subodh Chandra himself.

However, after a six-year standoff, tension was broken when the Jackson Administration’s appeal was ultimately successful on December 12, 2017. Many of

¹ This excludes inconsistent citywide cost-of-living raises ranging from 1-2% every few years.

² SERB Opinion No. 2013-002, Case No. 2012-REP-07-0074 (Dec. 12, 2013).

³ *Teamsters Local No. 436 v. City of Cleveland et al.*, Franklin CP No. 13-CV-013857 (Sep. 15, 2016).

⁴ *Teamsters Local Union No. 436 v. City of Cleveland*, 102 N.E.3d 101 (10th Dist., 2017).



the city attorneys held onto ethereal hope based upon the sound legal arguments presented to the judiciary; however, the political stakes of granting government attorneys statewide the right to unionize was apparently too high of a risk for the State of Ohio to permit. While the above legal cases gained honorable mentions online by The Plain Dealer,^{5,6} the plight of the city attorneys overall fell on deaf ears and the struggle was forgotten by the public.

II

COMMON DEFENSES AGAINST INCREASING WAGES

Decrying abysmal wages and poor working conditions generally can be easy to dismiss by outsiders not working in the trenches. Therefore, it was necessary to take a new approach by bringing this matter directly to you, the Councilmembers of the City of Cleveland. This presentation will demonstrate with clear and convincing data that our Law Department is putting itself at a dangerous disadvantage in the wage market for city government attorneys.⁷ But first, it is necessary to address common defenses often raised by administrators against increasing workers' wages.

⁵ https://www.cleveland.com/cityhall/index.ssf/2013/03/cleveland_city_lawyers_want_to.html

⁶ https://www.cleveland.com/metro/index.ssf/2016/09/cleveland_city_lawyers_cannot_1.html

⁷ Methodology: Public records requests were submitted to each of the city governments sitting as county seats of each of Ohio's eight largest metropolitan centers by population and urban infrastructure: Akron, Canton, Cincinnati, Cleveland, Columbus, Dayton, Toledo, and Youngstown. The data sought in the requests included names of all currently employed personnel, official titles, and wages of their respective law departments in the month of August, 2018. Responses were received from all request recipients. To keep the comparisons relatable and minimize additional incomparable variables, the study was limited to city governments within the State of Ohio and ignored non-urban-center and suburban cities.



A. Cleveland Employs a Healthy Number of Attorneys with a Healthy Budget to Pay for its Attorneys

A common defensive position taken against providing increased wages across the board is always budget: can we afford it? While all budget allocation is ultimately discretionary, the level of funding can either swing punitive if excessive or negligent if grossly insufficient. Comparing how all eight of Ohio's metropolitan city centers allocate their attorney wage budgets in relation to their respective populations and total revenue generation is necessary to determine if our city is swinging in one direction or the other.

Total revenue generated by the eight cities, including both general revenue and enterprise activity revenue,⁸ divided by the total residential population of those cities created a "revenue per capita" index to determine how much revenue each city generates per resident. Cincinnati and Cleveland scored the highest at \$1,780 and \$1,637, respectively, meaning that both of these cities have the largest amount of funds available to spend on their residents and communities. Akron, Canton, Columbus, and Dayton were in the median with an average of \$1,164, with Toledo and Youngstown generating the least amount of revenue per capita at an average of \$807.

Total attorneys employed by each of the cities dividing the total residential population created an "attorney per capita" index to determine the theoretical

⁸ Since each of the city law departments' attorneys represent both general fund and enterprise fund departments, it is necessary to aggregate total revenue for comparative analysis.



workload burden per attorney based on population.⁹ Canton, Cleveland, and Cincinnati scored the highest with an average of 4,829 residents per attorney. Akron, Dayton, and Youngstown were in the median with an average of 7,893 residents per attorney. Columbus and Toledo scored the lowest with an average of 11,597 residents per attorney.

This analysis demonstrates that Cleveland holds second place among Ohio's metropolitan city centers, both for the largest amount of revenue available to spend on its residents, as well as for the number of attorneys per resident providing legal services to the community. Therefore, it is a fair assessment to state that Cleveland employs a healthy *number* of attorneys and has a healthy *budget* to afford competitive market-level wages for its attorneys. Put another way, it is evident that our city is neither over-employing a glut of attorneys, nor is it over-extending its budget to pay for such attorneys.

B. Cleveland Wastes an Exorbitant Amount on Outside Counsel Fees that Could be Invested into its Law Department

Another common defensive argument utilized against increasing worker wages is budget funds reallocation: from which department must I take to give more to another department? However, in the case of our Law Department, such an argument is fallacious given its saturated outside counsel fees expenditures.

At the time of data gathering for this study (September 2018), our Law Department expended a total of \$1,925,886 in outside counsel fees for the fiscal year

⁹ To parallel, think of this analysis similar to the number of students per teacher in a classroom; the smaller the number, the better situated those students are.



of 2017 and \$1,731,817 so far in this fiscal year of 2018. Total attorney wages for city-employed attorneys in 2018 is \$5,051,318. Assuming 2018's final outside counsel fees expenditure will reflect 2017,¹⁰ the Law Department's outside counsel fees account for 38%¹¹ of its employed attorneys' wages. If our city chose to invest even *some* of those funds into our attorneys instead of funneling them to outside law firms, not only could our attorneys' wages be brought up to market level, but our City could be more competitive in recruiting highly qualified attorneys to represent its interests instead of relying on the bottom of the barrel.

This is actually not the first time the abhorrence of excessive outside counsel fees has been raised to this Law Director, Barbara Langhenry. On August 7, 2016, then city attorney Drew Carson filed a public records request via email to the Director *copying the entire Law Department* (Appendix M). In an effort to avoid the accusation, the Law Director chose to indefinitely delay her response to Mr. Carson, who ultimately was forced to file a lawsuit compelling the Director to disclose the public information.¹² In the court hearing, Mr. Carson was frivolously attacked by the Law Department, who falsely claimed that he was violating the Ohio Rules of Professional Conduct and accused him of secretly supporting a mayoral candidate opposing Mayor Frank Jackson. This is how the Law Director treats legitimate

¹⁰ Estimated fiscal year end 2018 could be computed as \$2,309,089 to account for the missing months of October through December, but that number could be significantly higher since vendors commonly stack invoices at year end to use up the remaining authorized encumbered funds.

¹¹ Referencing the footnote above, this portion could be as high as 46% or higher!

¹² *State ex rel. Drew A. Carson v. The City of Cleveland*, Cuyahoga CP No. CA-17-105516 (Feb. 28, 2017).



whistleblowers who have our city's interests at heart. The case finally concluded with the Director disclosing limited records to Mr. Carson.

Outside counsel fees raise another serious legal consideration that this Council should reflect upon more thoroughly. Cleveland Codified Ordinance Section 125.04 "Employment of Associate Counsel" reads as follows:

"The Director of Law may, in special emergencies and out of the funds provided therefor by Council, employ associate counsel for special work relating to his or her office, and when matters involving patents are referred to him or her for opinion, he or she may procure out of such funds the necessary opinions from practitioners in patent law."

It is clear and without a doubt that the Law Director is severely abusing her authority under this ordinance. Not only is she overusing this authority in matters that are *not* "*special emergencies*," but there are no checks and balances from you, our honorable Councilmembers, to make sure that there are no abuses. Not only does the Law Director have no obligation to present these contracts before your committees for review and to procure funds, but there is not even an administrative board of oversight, such as the Board of Control, to oversee her exorbitant and unnecessary spending. Essentially, at the beginning of every budgetary year, this Council writes the Law Director a *blank check* in the annual budget to use at her whim without any oversight by this Council. As representatives of the interests of our great city, this Council should have the *right* to oversee any abuses of authority by the Law Director.



III

THE REALITY IN NUMBERS

The section above discussed potential defensive arguments against increasing workers' wages. This section will put reality into numbers by comparing apples-to-apples wages of city attorneys that work for the urban centers of the eight largest metropolitan regions in Ohio.

C. Cleveland Severely Underpays its Attorneys as Compared to its Other Metropolitan Center Peers in Ohio

Using raw data provided by the cities of the eight largest metropolitan regions in Ohio, it is unmistakable that ***all other cities*** provide better wages to their attorneys than Cleveland by significant margins.¹³ To repeat in common parlance, our great city came in **LAST** to Akron, Canton, Cincinnati, Columbus, Dayton, Toledo, and Youngstown!

To understand how conclusions were reached, it is important to understand the methodology. After all data was compiled, attorneys were ranked by years of experience based upon bar exam passage:

- 1) Less than two years
- 2) Two to five years
- 3) Six to ten years
- 4) Eleven to twenty year
- 5) Greater than twenty years
- 6) Management (i.e. Deputy Law Director, Chief Counsel)
- 7) Chief legal officer (Law Director, City Attorney, City Solicitor)

¹³ The only exception is the top tier experienced attorneys for the City of Youngstown, which includes its Law Director, its managing attorneys (i.e. Deputy Law Directors), and its attorneys with greater than 20 years of experience.



Because the cost of living is not homogenous statewide, it was necessary to account for the spending capacity of the dollar for the region in which the attorney would live. Using Sperling's Best Places indices¹⁴ as the cost-of-living multiplier for the county in which each respective city sits, actual wages were adjusted for their spending values in those counties. For appropriate comparability, Cleveland was used as the common numerator and each of the cities as the variable denominator.

Lastly, to account for the variation in part-time versus full-time employment, all attorneys' wages were broken down to an hourly equivalent and then multiplied by 2,080 hours to create an annual measurement. The results are as follows.

For city attorneys with less than two years of experience, Cleveland pays an average wage of \$47,562 annually. This wage is 23% less than Dayton (\$58,694 average), 14% less than Columbus, and 9% less than Akron (\$51,631). Cleveland does pay 6% more than Canton (\$44,785). Neither Cincinnati, Toledo, nor Youngstown employ attorneys in this category.

For city attorneys with two to five years of experience, Cleveland pays an average of \$49,111 annually. Youngstown pays the largest difference of 48% more than Cleveland (\$72,658 average), with Canton, Cincinnati, and Toledo following with between 23-26% greater (\$60,381-62,119), and Akron and Columbus at 17% greater (\$57,362). Cleveland takes last place.

For city attorneys with six to ten years of experience, Cleveland pays an average of \$51,215 annually. Taking first place is Dayton with a difference of 49%

¹⁴ Sperling's Best Places indices (www.bestplaces.net/cost_of_living/)



greater (\$76,433) with Columbus taking second to last at 25% greater (\$63,836). Trailing far behind is Cleveland in last place.

For city attorneys with eleven to twenty years of experience, Cleveland pays an average of \$62,255, which is about what Dayton pays its rookie attorneys with less than two years of experience. Here, Cincinnati claims the gold medal with a difference of 65% greater (\$102,551) with Dayton trailing close behind at 59% greater (\$99,056). Toledo and Canton tie for the second to last place at 26% greater (\$78,514). Once again, Cleveland lags behind in dead last.

For senior veteran city attorneys with greater than twenty years of experience, Cleveland pays a mere \$82,838 annual average. Akron jumps ahead to first in this category with 41% greater (\$117,034). Not as embarrassing to Cleveland, Toledo and Youngstown take the second to last spots at 8-9% greater (\$89,510-90,169). Not surprisingly, Cleveland: *last*.

Differences between the cities are not as stark in the managing attorney category,¹⁵ with Cleveland placing second to last with an annual average of \$101,116. Cincinnati takes first with 18% greater (\$119,615) and Canton taking third-to-last at 8% greater (\$109,173). Taking last was Youngstown at 14% less than Cleveland (\$86,458).

Lastly, the cities' chief legal officers vary significantly in wage range. Here, Cleveland claims fifth place at \$137,657. Claiming title among the chief legal

¹⁵ Note of Caution: managing attorneys in this study range drastically in years of experience from 7 to 44 years, which skewed the wage average, creating difficulty in proper comparisons.



officers is Columbus at 23% greater (\$168,816), with Youngstown's officer coming in last in this heat at 31% less than Cleveland (\$95,614).

Therefore, as the city with the second largest revenue per capita, but even more persuasively, *the city sitting over the most populated county in Ohio*, it is logical *and reasonable* for Cleveland's attorney categories to have the following average annual wages:

- 1) Less than two years—increase from \$47,562 to \$54,306.
- 2) Two to five years—increase from \$49,111 to \$60,381.
- 3) Six to ten years—increase from \$51,215 to \$72,658.
- 4) Eleven to twenty year—increase from \$62,255 to \$99,056.
- 5) Greater than twenty years—increase from \$82,838 to \$113,986.
- 6) Management (i.e. Deputy Law Director, Chief Counsel)—increase from \$101,116 to \$115,643.
- 7) Chief legal officer (Law Director, City Attorney, City Solicitor)—increase from \$137,657 to \$164,823.

While jumping from last place to second place may seem like a leap too far, this Council should consider the overwhelming positive consequences, as discussed further. Staying at the status quo will only perpetuate the city's many legal problems which have been plaguing its reputation nationwide, caused in significant part by largely apathetic and unmotivated legal counsel.

D. The Benefits of Increasing Attorney Wages Far Outweigh the Negative Consequences of Remaining at the Status Quo

By giving our great city a more competitive advantage, it will attract brighter and more experienced attorneys with greater expertise in their respective specialized fields. Initially, this would immediately decrease the need to excessively



use outside counsel.¹⁶ But more importantly, the trickledown effect would lead to better legal decisions for the city's various departments, which would lead to better protections for our city to avoid heavy lawsuit settlement payouts from negligent actions that would have been prevented. It would also lead to better services for our city's citizens, commuters, and visitors, giving Cleveland a more favorable and respectable reputation nationwide.

However, doing nothing and continuing to allow the Law Director to suppress city attorneys' wages will hinder our city's progress and further subject it and its citizens to political, financial, and physical injuries. The following findings are not the opinions of the authors alone, but a general consensus in the city's Law Department after numerous casual conversations and heart-to-heart connections. Therefore, while emotions cannot be quantified, and sources cannot be cited by name to protect their employment from retaliation, the sentiments below are an accurate portrayal of the city's rank-and-file attorney pool.

Currently, with the appellate loss of the city attorneys' effort to unionize with the Teamsters, morale is at a low comparable to their original breaking point in 2011. There are a number of personal reasons people choose to stay in a low-paying job, especially when their professional credentials warrant a much better paying job in a post-recession growing economy that has recovered much of what it lost. Nevertheless, even for those who choose to stay, when morale is low, work product quality suffers greatly, removing the incentive to perform at optimal levels. Apathy

¹⁶ It is far more economical to pay a city employee \$30 to \$50 per hour in wages than outside counsel \$300 to \$500 per hour in legal fees.



and atrophy are prolific. To quote a couple of long-term city attorneys more colloquially, “most just don’t give a sh** anymore.”

On the other end of the pool, our Law Department suffers from high turnover due to the lack of financial incentive to stay. Fresh attorney graduates, who either (a) have limited better-paying job prospects or (b) merely want to get a start in government, are willing to accept the abysmal low pay offered by the Law Director. However, most stay only long enough to build their resumes and take their newfound experience elsewhere for others’ benefit. The same is true for recently unemployed attorneys who merely need a job to pay the bills and survive until that better job rolls around. If the Law Department created greater financial incentives, many of the turnover problems would be eliminated because highly qualified candidates would be *fighting* to get a job with our Law Department, as opposed to *temporarily settling*.

IV

CONCLUSION

To this honorable Council of our great City of Cleveland, we pray that you carefully consider the arguments posited in this prayer for reform of our Law Department. Not only must this Council investigate further into the financial waste of precious taxpayer dollars by the Law Director on non-emergency outside counsel fees, but it must consider amending Codified Ordinance Section 125.04 to put a check and balance on the Law Director’s authority to abuse outside counsel contracts.



Further, this Council should press the Jackson Administration on changing its Law Department staffing strategy. Unlike any other department in our city government, *all attorneys acting within the scope of legal counsel are required to be employees of the Law Department.*¹⁷ This necessarily mandates that all other departments of the city must use attorneys from the Law Department if any in-house legal services are required, which subjects all departments of the city to the mercy of the Law Director's personnel whims. That is why it is *imperative* that this Council start the process of reforming the Law Department in this new year of 2019.

We collectively pray for our City Council to provide guidance and wisdom to this Administration in its decision-making.

¹⁷ Cleveland Codified Ordinance Section 125.01







APPENDIX A

AKRON LAW DEPARTMENT SALARIES

Name	Title	Salary	Bar Date	Years Practicing
Goss, Beverly	Admin Assistant II	\$ 27,643	n/a	n/a
Whitmire, Vernak	Admin Assistant II	\$ 64,757	n/a	n/a
Jones, Andrea	Admin Assistant III	\$ 41,413	n/a	n/a
Kish, Elizabeth	Admin Assistant III	\$ 41,413	n/a	n/a
Lamtman, Heida	Admin Assistant III	\$ 41,413	n/a	n/a
Latimer, Janinee	Admin Assistant III	\$ 36,317	n/a	n/a
Murray, Colleen	Admin Assistant III	\$ 41,413	n/a	n/a
Advent, Rebecca	Assistant Law Director	\$ 57,782	5/2/2016	3
Angeloni, Brian	Assistant Law Director	\$ 80,205	11/17/2008	10
Black, Rebecca	Assistant Law Director	\$ 53,414	11/5/2012	6
Bown, Thomas	Assistant Law Director	\$ 64,355	11/8/2004	14
Bremer, Brian	Assistant Law Director	\$ 77,106	5/9/2011	8
Carro, S. Benjamin	Assistant Law Director	\$ 56,098	5/6/2013	6
DeFibaugh, Michael	Assistant Law Director	\$ 106,558	11/2/2000	18
Hines, Justin	Assistant Law Director	\$ 50,336	5/16/2017	2
Honig, David	Assistant Law Director	\$ 73,819	11/7/2005	13
Kalail, Tammy	Assistant Law Director	\$ 97,802	11/20/2000	18
Malik, Shammas	Assistant Law Director	\$ 57,782	11/28/2016	2
Morgan, Craig	Assistant Law Director	\$ 85,051	11/13/2001	17
Nischt, Ellen	Assistant Law Director	\$ 94,286	11/5/2012	6
Pappas, Marissa	Assistant Law Director	\$ 57,782	11/5/2012	6
Reece, John	Assistant Law Director	\$ 106,558	11/6/1989	29
Saad, Elayna	Assistant Law Director	\$ 51,854	11/16/2015	3
Volcheck, Laci	Assistant Law Director	\$ 56,098	5/5/2014	5
Vollman, Sean	Assistant Law Director	\$ 103,085	11/8/1999	19
York, John	Assistant Law Director	\$ 96,595	11/13/1995	23
Wilms, Gertrude	Chief City Prosecutor	\$ 107,058	11/13/2001	17
Adkins, Yamini	Deputy Law Director	\$ 114,920	11/8/1993	25
Stoeberman, Elaine	Executive Assistant I	\$ 50,461	n/a	n/a
Bourgeau, David	Intern	\$ 24,315	n/a	n/a
Koren, Amanda	Law Clerk	\$ 29,037	n/a	n/a
McChesney, Alexander	Law Clerk	\$ 29,037	n/a	n/a
Montvilas, Alexander	Law Clerk	\$ 29,037	n/a	n/a
Morabito, Michael	Law Clerk	\$ 27,643	n/a	n/a
Smith, Kirsten	Law Clerk	\$ 27,643	n/a	n/a
Statler, Dylan	Law Clerk	\$ 27,643	n/a	n/a
Belfance, Eve	Law Director	\$ 138,320	11/5/1990	28

APPENDIX B

CANTON LAW DEPARTMENT SALARIES

Name	Title	Salary	Bar Date	Years Practicing
Chessler, Craig	Assistant Law Director	\$ 80,995	11/1/1983	35
Duffrin, Vivianne	Assistant Law Director	\$ 86,008	11/8/1993	25
Nicodemo, Richard	Assistant Law Director	\$ 80,787	11/7/2013	5
Schandel, Phillip	Assistant Law Director	\$ 65,000	5/10/2010	9
Frankhauser, Carrie	Assistant Prosecutor	\$ 42,640	11/13/2017	1
Lockwood, Kristina	Assistant Prosecutor	\$ 42,640	11/7/2016	2
Parker, Kelly	Assistant Prosecutor	\$ 52,998	11/17/2014	4
Wenger, Beau	Assistant Prosecutor	\$ 42,640	11/13/2017	1
L'Hommedieu, Kevin	Chief Counsel	\$ 100,610	11/12/1996	22
Reese, Jason	City Prosecutor	\$ 91,998	11/10/1997	21
Erchick-Gilbert, Katie	Assistant Prosecutor	\$ 56,597	11/17/2008	10
Hauritz, Tyrone	Deputy Chief Counsel	\$ 119,226	11/5/1990	28
Aylward, Kristen	Law Director	\$ 108,555	11/4/1985	33
Ketler, Tami	Legal Assistant	\$ 46,176	n/a	n/a
Sales, Michelle	Legal Assistant	\$ 46,176	n/a	n/a
Fletcher, Brittany	Legal Intern	\$ 22,880	n/a	n/a
Rosa, Cassandra	Legal Intern	\$ 20,800	n/a	n/a
Haymond, Christine	Legal Secretary I	\$ 32,614	n/a	n/a
Henderhan, Jennifer	Legal Secretary I	\$ 36,878	n/a	n/a
McLendon, Ashley	Legal Secretary II	\$ 35,027	n/a	n/a
Russell, Cynthia	Office Manager	\$ 52,000	n/a	n/a
Fitzsimmons, Jennifer	Senior Trial Counsel	\$ 92,622	11/20/2000	18
Guardado, Kristen	Senior Trial Counsel	\$ 92,622	11/13/1995	23



APPENDIX C

CINCINNATI LAW DEPARTMENT SALARIES

Name	Title	Salary	Bar Date	Years Practicing
Brucato, Ashley	Asst City Solicitor	\$ 60,100	11/4/2013	5
Kessler, John	Asst City Solicitor	\$ 58,544	11/4/2013	5
Rengering, Jonathan	Asst City Solicitor	\$ 62,162	11/4/2013	5
Vogt, Jonathon	Asst City Solicitor	\$ 56,822	11/4/2013	5
Mueller, Katherine	Asst City Solicitor	\$ 56,838	11/17/2014	4
Roach, Jonathan	Asst City Solicitor	\$ 58,760	11/17/2014	4
Brown, Christopher	Asst City Solicitor	\$ 56,838	11/16/2015	3
Melson, Ashley	Asst City Solicitor	\$ 56,276	11/16/2015	3
Johnson, Sharon	Asst to the City Solicitor	\$ 81,078	n/a	n/a
Gallagher, Patrick	Chief Appraiser	\$ 98,113	11/6/1989	29
Braxton, Patricia	Chief Counsel	\$ 133,904	5/14/1990	29
Hardin, Roshani	Chief Counsel	\$ 145,342	11/5/1990	28
Stackpole, Peter	Chief Counsel	\$ 122,337	5/22/2000	19
Harris, Natalia	Chief Counsel	\$ 110,090	11/20/2000	18
Garth, Andrew	Chief Counsel	\$ 107,305	10/16/2003	15
Faaborg, Erica	Chief Counsel	\$ 90,900	11/6/2006	12
Haynes, Marion	Chief Counsel	\$ 120,792	11/6/2006	12
Boggs-Muething, Paula	City Solicitor	\$ 172,341	11/16/2005	13
Nestor, Terrance	Deputy City Solicitor	\$ 154,194	12/22/1995	23
Blocher, Lucas	Deputy City Solicitor	\$ 140,770	11/7/2005	13
Proffitt, Kimberly	Law Chief of Staff	\$ 104,047	n/a	n/a
Morse, Jacinda	Legal Assistant	\$ 47,537	n/a	n/a
Ross, Teninnah	Legal Assistant	\$ 52,535	n/a	n/a
Shackelford, Rahman	Legal Assistant	\$ 42,028	n/a	n/a
Strobel, Jennifer	Legal Assistant	\$ 45,895	n/a	n/a
Maynes, Julia	Legal Assistant	\$ 56,838	n/a	n/a
Brinkman, Alicia	Legal Assistant	\$ 51,947	n/a	n/a
DeMarcus, Lisa	Legal Assistant	\$ 41,212	n/a	n/a
Wuebbling, Lacy	Legal Assistant	\$ 42,028	n/a	n/a
Gray, Kimberly	Legal Assistant	\$ 53,530	n/a	n/a
Klumb, Thomas	Real Estate Manager	\$ 113,375	n/a	n/a
Bissinger, Julie	Sr Asst City Solicitor	\$ 134,644	5/7/1984	35
Zimmer, Christine	Sr Asst City Solicitor	\$ 118,404	10/29/1984	34
Bishop, Jennifer	Sr Asst City Solicitor	\$ 114,336	10/29/1984	34
Donovan, Kevin	Sr Asst City Solicitor	\$ 128,883	11/4/1985	33
Smith, Anne	Sr Asst City Solicitor	\$ 80,325	11/6/1989	29
Rosales, Heidi	Sr Asst City Solicitor	\$ 106,959	5/13/1996	23
Benjamin, Marva	Sr Asst City Solicitor	\$ 97,015	11/12/1996	22
Hicks, William	Sr Asst City Solicitor	\$ 99,995	11/10/1997	21
Schooley, Ann	Sr Asst City Solicitor	\$ 90,941	5/17/1999	20
Beridon, Thomas	Sr Asst City Solicitor	\$ 99,886	11/8/1999	19
Horsley, William	Sr Asst City Solicitor	\$ 106,959	5/22/2000	19
Forman, Keith	Sr Asst City Solicitor	\$ 95,075	11/13/2001	17



Jeric, Travis	Sr Asst City Solicitor	\$ 85,258	11/7/2005	13
Tidd, Kevin	Sr Asst City Solicitor	\$ 79,625	11/6/2006	12
Marksity, Lucas	Sr Asst City Solicitor	\$ 78,919	11/17/2008	10
Tallent, Virginia	Sr Asst City Solicitor	\$ 73,730	11/9/2009	9
Neff, Joseph	Sr Asst City Solicitor	\$ 70,420	11/8/2010	8
Liu, Christopher	Sr Asst City Solicitor	\$ 71,306	11/8/2010	8
Manning, Mark	Sr Asst City Solicitor	\$ 83,224	11/7/2011	7
Crowley, Scott	Sr Asst City Solicitor	\$ 73,173	11/7/2011	7
Paul, Shuva	Sr Asst City Solicitor	\$ 86,050	11/18/2011	7
Brandenburg, Samantha	Sr Asst City Solicitor	\$ 75,000	5/14/2012	7
Laing, David	Sr Asst City Solicitor	\$ 67,670	5/14/2012	7
Ohlinger, Samuel	Sr Asst City Solicitor	\$ 73,890	5/14/2012	7
Woerner, Emily	Sr Asst City Solicitor	\$ 76,040	11/5/2012	6
Martin, Jacklyn	Sr Asst City Solicitor	\$ 76,491	5/6/2013	6
Southwood, Zachary	Sr Asst City Solicitor	\$ 71,306	11/4/2013	5
Williams, Sierra	Sr Asst City Solicitor	\$ 62,162	11/4/2013	5
Martinez, Charles	Sr Asst City Solicitor	\$ 73,890	7/8/2014	4
Geiger, Kaitlyn	Sr Asst City Solicitor	\$ 75,000	11/17/2014	4
Weber, William	Sr Asst City Solicitor	\$ 85,000	11/17/2014	4
Pannell, Ashley	Sr Asst City Solicitor	\$ 64,093	11/16/2015	3
Bunch, Renee	Sr Real Estate Specialist	\$ 67,092	n/a	n/a
Dietrich, Nicholas	Sr Real Estate Specialist	\$ 81,953	n/a	n/a
Apel, Teresa	Support Services Specialist	\$ 68,346	n/a	n/a
Banasiak, Denise	Support Services Specialist	\$ 59,714	n/a	n/a
Sumner, Patricia	Support Services Specialist	\$ 55,081	n/a	n/a
Turner, Tamika	Support Services Specialist	\$ 44,802	n/a	n/a
Chapman, Catherine	Support Services Specialist	\$ 47,911	n/a	n/a
Pickens, Pauline	Support Services Specialist	\$ 41,619	n/a	n/a
Brewer, LaTasha	Support Services Specialist	\$ 45,453	n/a	n/a
Chatman, Joy	Support Services Specialist	\$ 47,282	n/a	n/a
Warner, Karen	Support Services Specialist	\$ 64,933	n/a	n/a



APPENDIX D

CLEVELAND LAW DEPARTMENT SALARIES

Name	Title	Salary	Bar Date	Years Practicing
Vest,Vida M	Admin Manager	\$ 69,988	n/a	n/a
Matejka,Dennis A	Assist Dir of Law I	\$ 83,896	11/1/1983	35
Payne,Jerome A	Assist Dir of Law I	\$ 63,955	11/10/1997	21
Marks,Jeffrey B	Assist Dir of Law II	\$ 94,122	11/8/1969	49
Arroyo,Wanda I	Assist Administrator	\$ 54,301	n/a	n/a
Cobb,Athena	Assist Administrator	\$ 54,301	n/a	n/a
Luton,Aaeshah N	Assist Administrator	\$ 51,297	n/a	n/a
Roberson,Kim L	Assist Administrator	\$ 56,473	n/a	n/a
Armstrong Jr,William H	Asst Dir of Law I	\$ 69,988	11/9/1992	26
Bacevice,John P	Asst Dir of Law I	\$ 50,672	5/9/2011	8
Bickerstaff,Linda L	Asst Dir of Law I	\$ 76,021	5/20/1991	28
Boutton,Amanda M	Asst Dir of Law I	\$ 49,426	11/16/2015	3
Brown,Brandon E	Asst Dir of Law I	\$ 48,907	11/13/2017	1
Busser,Donna M	Asst Dir of Law I	\$ 62,424	5/12/2008	11
Butler,Geraldine J	Asst Dir of Law I	\$ 59,043	5/22/2000	19
Cappara,Janeane R	Asst Dir of Law I	\$ 59,043	5/22/2000	19
Cornely,Mary Z	Asst Dir of Law I	\$ 68,780	5/13/1996	23
Crook,Elizabeth M	Asst Dir of Law I	\$ 52,020	5/14/2012	7
Downey,Carolyn M	Asst Dir of Law I	\$ 64,435	5/15/1995	24
Fischbach,Tiffany C	Asst Dir of Law I	\$ 51,512	5/22/2008	11
Gareau Jr.,William E	Asst Dir of Law I	\$ 62,748	5/12/1997	22
Hastings,Lewis	Asst Dir of Law I	\$ 85,821	11/7/1980	38
Heltzel,Christopher J	Asst Dir of Law I	\$ 49,419	5/4/2015	4
Jacobson,Daniel P	Asst Dir of Law I	\$ 52,020	5/9/2011	8
Kelly,Nancy A	Asst Dir of Law I	\$ 82,659	11/4/1985	33
Kluge,Graig E	Asst Dir of Law I	\$ 63,955	11/10/1997	21
Kretch,Wesley M	Asst Dir of Law I	\$ 50,682	11/7/2011	7
Mack,Lisa A	Asst Dir of Law I	\$ 82,244	11/12/1986	32
Mahoney,Luke D	Asst Dir of Law I	\$ 58,262	11/18/2002	16
Martinek,Steven	Asst Dir of Law I	\$ 78,435	5/10/1975	44
McGinty Aston,Patricia A	Asst Dir of Law I	\$ 59,749	5/17/1999	20
Meyer,Carl E	Asst Dir of Law I	\$ 50,724	11/5/2012	6
Morice,Craig J	Asst Dir of Law I	\$ 68,666	11/13/1995	23
Mosley,Kortney	Asst Dir of Law I	\$ 49,838	5/5/2014	5
Paspek,Andrea M	Asst Dir of Law I	\$ 75,419	11/6/1989	29
Pellom,Stacey M	Asst Dir of Law I	\$ 52,020	5/2/2016	3
Peters,George E	Asst Dir of Law I	\$ 72,402	11/8/1993	25
Pike,Michael J	Asst Dir of Law I	\$ 58,256	11/13/2001	17
Roberts,Kevin P	Asst Dir of Law I	\$ 72,828	5/16/1994	25
Rosman,Debra D	Asst Dir of Law I	\$ 84,517	11/15/1982	36
Scheurman,Keith D	Asst Dir of Law I	\$ 52,477	11/17/2008	10
Tomasello,Shirley A	Asst Dir of Law I	\$ 75,419	11/9/1992	26
Toney,Marian K	Asst Dir of Law I	\$ 49,426	11/7/2016	2



Wagner,Laure A	Asst Dir of Law I	\$ 84,915	5/10/1982	37
Bascone,Joan M	Asst Prosecutor	\$ 56,240	11/20/2000	18
Cudnik,Jonathan L	Asst Prosecutor	\$ 49,835	5/10/2004	15
Fisher,Thomas A	Asst Prosecutor	\$ 49,838	5/14/2012	7
Fritz,Bryan	Asst Prosecutor	\$ 84,781	11/20/1978	40
Jablonski,Mark M	Asst Prosecutor	\$ 47,657	11/8/2011	7
Jackson,Jasmine L	Asst Prosecutor	\$ 49,837	11/5/2012	6
Jerlstrom,Stephanie L	Asst Prosecutor	\$ 63,955	11/13/1995	23
Kan,Michael	Asst Prosecutor	\$ 47,032	5/5/2014	5
Keefer,Katherine L	Asst Prosecutor	\$ 47,666	11/7/2011	7
Kinast,Aric	Asst Prosecutor	\$ 63,779	11/9/1998	20
Kolar,Nicholas J	Asst Prosecutor	\$ 46,218	11/13/2017	1
Hopp,Bridget E	Asst Prosecutor	\$ 49,649	11/9/2009	9
Lynn,Karyn J	Asst Prosecutor	\$ 64,435	11/13/1995	23
Powell,Verlinda L	Asst Prosecutor	\$ 53,464	5/21/2001	18
Rodriguez,Angela L	Asst Prosecutor	\$ 53,457	11/13/2001	17
Ross,Sharon G	Asst Prosecutor	\$ 46,617	5/6/2016	3
Siddiq,Omar L	Asst Prosecutor	\$ 51,819	11/5/2007	11
Tanudra,Marco A	Asst Prosecutor	\$ 49,831	11/5/2012	6
Villa,Gina M	Asst Prosecutor	\$ 67,937	11/6/1989	29
Bertovich,Richard	Chief Asst Dir of Law	\$ 94,726	11/9/1992	26
Boop,Elena N	Chief Asst Dir of Law	\$ 94,726	11/20/2000	18
Comer,Michele R	Chief Asst Dir of Law	\$ 94,726	11/8/1993	25
Madorsky,Harold A	Chief Asst Dir of Law	\$ 94,727	11/6/1981	37
Menzalora,William M	Chief Asst Dir of Law	\$ 94,725	5/17/1993	26
Webber,Mark V	Chief Asst Dir of Law	\$ 94,720	11/9/1974	44
Howard,Karrie D	Chief Asst Prosecutor	\$ 112,000	11/5/2007	11
Humphrey,Joyce L	Chief Clerk	\$ 46,821	n/a	n/a
King,Katia L	Chief Clerk	\$ 46,818	n/a	n/a
Curtis,Ronda G	Chief Corp Counsel	\$ 113,500	11/9/1992	26
Singletary,Gary S	Chief Counsel	\$ 113,447	11/12/1986	32
Dodus,Ronald S	Chief Legal Investigator	\$ 56,303	n/a	n/a
McGinty,Justin J	Chief Legal Investigator	\$ 55,078	n/a	n/a
Rizk,Gary W	Chief Legal Investigator	\$ 56,181	n/a	n/a
Kaiser,Thomas J	Chief Trial Counsel	\$ 113,429	11/15/1982	36
Fulton,Heather N	Claims Examiner	\$ 47,858	n/a	n/a
Smith,Rhonda R	Claims Examiner	\$ 49,743	n/a	n/a
Langhenry,Barbara A	Director of Law	\$ 137,657	11/16/1987	31
Allen,David D	Docket Clerk	\$ 32,629	n/a	n/a
Colon,Sara	Docket Clerk	\$ 38,661	n/a	n/a
Mathew,Frieda M	Docket Clerk	\$ 39,713	n/a	n/a
Hewitt,James H	First Asst Prosecutor	\$ 91,555	5/9/1980	39
Lowery,Kevin O	Law Clerk	\$ 15,656	n/a	n/a
Gray,Beverly S	Legal Secretary	\$ 41,298	n/a	n/a
Hoffman,Tara D	Legal Secretary	\$ 38,495	n/a	n/a
Komic,Joan A	Legal Secretary	\$ 42,227	n/a	n/a
Rollins,Aviss D	Legal Secretary	\$ 41,413	n/a	n/a
Dye,Jakimah R	Misdemeanor Investigator	\$ 42,656	n/a	n/a



Glazer,Micaela E	Misdemeanor Investigator	\$ 42,656	n/a	n/a
Robinson,Bernard R	Misdemeanor Investigator	\$ 43,441	n/a	n/a
Wilin,Joseph P	Paralegal	\$ 46,818	n/a	n/a
McNatt,Marvin W	Personnel Administrator	\$ 49,474	n/a	n/a
Bermudez,Luz E	Principal Clerk	\$ 45,704	n/a	n/a
Lanzola,Nancy	Project Director	\$ 56,473	n/a	n/a
Mann,Alexis M	Receptionist	\$ 32,968	n/a	n/a
Guzman,Alberto L	Supv of Hardware Evaluation	\$ 72,636	n/a	n/a



APPENDIX E

COLUMBUS LAW DEPARTMENT SALARIES

Name	Title	Salary	Bar Date	Years Practicing
Campisano, Charles	Attorney	\$ 68,016	5/2/2016	3
Carrillo, Sandra	Attorney	\$ 59,384	5/15/2017	2
Clark, Christopher	Attorney	\$ 59,384	5/15/2017	2
Edwards, Brandon	Attorney	\$ 59,384	11/7/2016	2
Enlow, Seth	Attorney	\$ 59,384	11/7/2016	2
Favor, Shayla	Attorney	\$ 74,901	11/4/2013	5
Fowler, Alexander	Attorney	\$ 61,630	5/10/2010	9
Groseth, Karen	Attorney	\$ 61,818	5/6/2013	6
Gwin, Zachary	Attorney	\$ 69,014	11/17/2014	4
Halloran, Michael	Attorney	\$ 65,603	11/5/2012	6
Hawkins, Monica	Attorney	\$ 70,013	11/20/2000	18
Karac, Katarina	Attorney	\$ 69,264	11/4/2013	5
Makridis, Yasmine	Attorney	\$ 62,629	11/4/2013	5
Martin Luna, Johanni	Attorney	\$ 59,384	5/2/2016	3
Martin, Rachel	Attorney	\$ 59,384	11/16/2015	3
Monroe, Joshua	Attorney	\$ 59,384	11/7/2016	2
Noble, Andria	Attorney	\$ 61,630	11/8/2010	8
Olsen, Donald	Attorney	\$ 59,384	12/22/2014	4
Pickerill, Alexandra	Attorney	\$ 59,384	11/13/2017	1
Reed, William	Attorney	\$ 59,384	5/15/2017	2
Ross, Tiara	Attorney	\$ 82,014	11/5/2012	6
Shaw, Michael	Attorney	\$ 59,384	11/16/2015	3
Sturtz, Matthew	Attorney	\$ 59,384	11/7/2016	2
Tawadros, Haidy	Attorney	\$ 59,384	11/16/2015	3
Zagrecki, Barbara	Attorney	\$ 59,384	11/13/2017	1
Roberts, Edward	C Admin C Att	\$ 120,016	11/13/1995	23
Klein, Zachary	City Attorney	\$ 184,600	11/8/2004	14
O'Grady, Amy	Dep Solicitor General	\$ 111,093	11/20/2000	18
Tucker, Meredith	Comm Chief of Staff	\$ 100,006	n/a	n/a
Cox, Joshua	Dep City Attorney	\$ 182,062	11/4/1985	33
James, Gretchen	Exec Assist	\$ 90,022	n/a	n/a
Fassbender, Theresa	Exec Assist	\$ 88,109	n/a	n/a
Rutkus, Mark	Exec Assist	\$ 86,133	n/a	n/a
DeCrane, Bridget	Exec Assist	\$ 80,018	n/a	n/a
Kidd, Kimberly	Exec Assist	\$ 75,462	n/a	n/a
Plantz, Mary	Exec Assist	\$ 70,429	n/a	n/a
Saunders, Jesse	Exec Assist	\$ 70,013	n/a	n/a
Space, Gina	Exec Assist	\$ 68,120	n/a	n/a
Finneran, Bonnie	Exec Assist	\$ 67,205	n/a	n/a
Kinder, Tiffany	Exec Assist	\$ 66,061	n/a	n/a
Timbrook, Kristi	Exec Assist	\$ 66,061	n/a	n/a
Pannell, Alexis	Exec Secretary 2	\$ 56,451	n/a	n/a
Class, Michael	Law Clerk	\$ 32,094	n/a	n/a



Feldkamp, Sarah	Law Clerk	\$ 32,094	n/a	n/a
Hobbs, Samantha	Law Clerk	\$ 32,094	n/a	n/a
Hopkins, Laura	Law Clerk	\$ 32,094	n/a	n/a
Pohl, Lauren	Law Clerk	\$ 32,094	n/a	n/a
Sadana, Vasudha	Law Clerk	\$ 32,094	n/a	n/a
Sheikh, Shaheen	Law Clerk	\$ 32,094	n/a	n/a
Wygonski, Jonathan	Law Clerk	\$ 32,094	n/a	n/a
Abdullahi, Abdiwahid	Leg Intake Coord	\$ 41,974	n/a	n/a
Wiley, Mercedes	Leg Intake Coord	\$ 35,318	n/a	n/a
Romesberg, Ashtin	Leg Intake Coord	\$ 33,696	n/a	n/a
Scott, Kadawni	Leg Intake Coord	\$ 33,051	n/a	n/a
Gicherman, Salomon	Leg Intake Coord	\$ 31,366	n/a	n/a
Becker, Jacob	Leg Intake Coord	\$ 30,326	n/a	n/a
Clymer, Brice	Leg Intake Coord	\$ 30,326	n/a	n/a
Crawford, Stephanie	Leg Intake Coord	\$ 30,326	n/a	n/a
Dorsey, Dexter	Leg Intake Coord	\$ 30,326	n/a	n/a
Evans, Jennifer	Leg Intake Coord	\$ 30,326	n/a	n/a
Gregori, Sara	Leg Intake Coord	\$ 30,326	n/a	n/a
Harding, Bethany	Leg Intake Coord	\$ 30,326	n/a	n/a
Johns, Leslie	Leg Intake Coord	\$ 30,326	n/a	n/a
Kiper, Anthony	Leg Intake Coord	\$ 30,326	n/a	n/a
Logan, Shanese	Leg Intake Coord	\$ 30,326	n/a	n/a
Montgomery, Sherita	Leg Intake Coord	\$ 30,326	n/a	n/a
Nyampong, Belinda	Leg Intake Coord	\$ 30,326	n/a	n/a
Tshibanda, Christian	Leg Intake Coord	\$ 30,326	n/a	n/a
Ware, Cedric	Leg Intake Coord	\$ 30,326	n/a	n/a
Simpson, Arvetta	Legal Adm Assist	\$ 51,522	n/a	n/a
Blevins, Kristin	Legal Adm Assist	\$ 48,277	n/a	n/a
Aaron, Sherrie	Legal Adm Assist	\$ 45,906	n/a	n/a
Rinehart, Aaron	Legal Adm Assist	\$ 42,411	n/a	n/a
Gill, Frank	Legal Adm Assist	\$ 42,162	n/a	n/a
Delabarre, Traci	Legal Adm Assist	\$ 42,141	n/a	n/a
Estes, Barbara	Legal Adm Assist	\$ 42,078	n/a	n/a
Broadus, Ronica	Legal Adm Assist	\$ 39,728	n/a	n/a
Rumora, Karla	Legal Adm Assist	\$ 36,733	n/a	n/a
Flannagan, Michael	Legal Adm Assist	\$ 36,358	n/a	n/a
Jenkins, David	Legal Adm Assist	\$ 36,358	n/a	n/a
Latif, Zayd	Legal Adm Assist	\$ 36,358	n/a	n/a
Paddock, Denise	Legal Adm Assist	\$ 36,358	n/a	n/a
Parsons, Marjorie	Legal Adm Assist	\$ 36,358	n/a	n/a
Maldonado, Jacqueline	Legal Adm Coord	\$ 66,976	n/a	n/a
Williams, Barbara	Legal Adm Coord	\$ 59,114	n/a	n/a
Gray, Janis	Legal Adm Coord	\$ 57,366	n/a	n/a
Owen, Michael	Legal Adm Coord	\$ 56,659	n/a	n/a
Keller, Jacqueline	Legal Adm Coord	\$ 50,627	n/a	n/a
Geer, Fallon	Legal Adm Coord	\$ 50,128	n/a	n/a
Razek, Brittany	Legal Adm Coord	\$ 50,128	n/a	n/a
Howell, Amber	Legal Advocate	\$ 56,243	n/a	n/a



Pavlic, Julia	Legal Advocate	\$ 55,245	n/a	n/a
Spitler, Judith	Legal Advocate	\$ 51,688	n/a	n/a
Long, Julianne	Legal Advocate	\$ 45,989	n/a	n/a
Lombardo, Aaron	Legal Advocate	\$ 44,845	n/a	n/a
Alexander, Rebecca	Legal Advocate	\$ 44,782	n/a	n/a
Barragan, Stephanie	Legal Advocate	\$ 44,782	n/a	n/a
Contos, Logan	Legal Advocate	\$ 44,782	n/a	n/a
Cooper, Vannessa	Legal Advocate	\$ 44,782	n/a	n/a
Crenshaw, Makayla	Legal Advocate	\$ 44,782	n/a	n/a
Criddell, Deandre	Legal Advocate	\$ 44,782	n/a	n/a
Hatem, Jessica	Legal Advocate	\$ 44,782	n/a	n/a
Leon, Kathy	Legal Advocate	\$ 44,782	n/a	n/a
Montero, Betty	Legal Advocate	\$ 44,782	n/a	n/a
Reis, Benjamin	Legal Advocate	\$ 44,782	n/a	n/a
White, Shannon	Legal Advocate	\$ 44,782	n/a	n/a
Al-Asadi, Shahed	Legal Intern	\$ 32,094	n/a	n/a
Doersam, Robert	Legal Intern	\$ 32,094	n/a	n/a
Elizalde, Eliana	Legal Intern	\$ 32,094	n/a	n/a
Grammenidis, Kiriaki	Legal Intern	\$ 32,094	n/a	n/a
Hernandez, Everard	Legal Intern	\$ 32,094	n/a	n/a
McCarroll, Joshua	Legal Intern	\$ 32,094	n/a	n/a
O'Shea, Margaret	Legal Intern	\$ 32,094	n/a	n/a
Olivari, Rodriguez	Legal Intern	\$ 32,094	n/a	n/a
Kulina, Laura	Paralegal	\$ 64,293	n/a	n/a
Rankin, Anneliese	Paralegal	\$ 61,818	n/a	n/a
Fox, David	Paralegal	\$ 59,675	n/a	n/a
Riley, Joy	Paralegal	\$ 59,093	n/a	n/a
Aukerman, Kathleen	Paralegal	\$ 54,101	n/a	n/a
Burley, Simone	Paralegal	\$ 52,728	n/a	n/a
Spanski, Cynthia	Paralegal	\$ 50,586	n/a	n/a
Maynard, Ronnie	Paralegal	\$ 49,046	n/a	n/a
Herbert, Daniel	Paralegal	\$ 48,547	n/a	n/a
Little, LaDonna	Paralegal	\$ 47,258	n/a	n/a
Banks, Tanya	Paralegal	\$ 45,614	n/a	n/a
Bowles, Tonya	Paralegal	\$ 45,531	n/a	n/a
Lassiter, William	Paralegal	\$ 44,782	n/a	n/a
Williams, Delandro	Paralegal	\$ 44,782	n/a	n/a
Young, Latosha	Paralegal	\$ 44,782	n/a	n/a
White, Juilene	Legal Secretary	\$ 40,830	n/a	n/a
Pendy, Gregory	Legal Secretary	\$ 39,998	n/a	n/a
Baker-Morrish, Lara	Mang Attorney	\$ 141,627	11/14/1994	24
Furbee, Jeffrey	Mang Attorney	\$ 134,680	5/16/1994	25
Gordon, Pamela	Mang Attorney	\$ 161,158	11/4/1985	33
Hedrick, Bill	Mang Attorney	\$ 155,085	11/12/1996	22
Mangan, Timothy	Mang Attorney	\$ 150,051	11/15/1982	36
Shinn, Brian	Mang Attorney	\$ 122,013	11/12/1996	22
Peterson, David	Mang Attorney	\$ 122,387	11/10/1997	21
Dunbar, Stephen	Principal Attorney	\$ 110,198	11/10/2003	15



Lloyd, Paula	Principal Attorney	\$ 123,344	11/4/1985	33
Murray, Anne	Principal Attorney	\$ 92,955	5/16/1994	25
Tobias, Melanie	Principal Attorney	\$ 99,653	5/17/1999	20
Tobias, Robert	Principal Attorney	\$ 93,226	11/13/1995	23
Rigel, Darren	Real Estate Spc	\$ 87,693	n/a	n/a
D'Amico, Thomas	Real Estate Spc	\$ 84,427	n/a	n/a
Roberts, Joshua	Real Estate Spc	\$ 77,522	n/a	n/a
Gawell, Shyna	Real Estate Spc	\$ 70,491	n/a	n/a
Ahroni, Orly	Sr Attorney	\$ 74,173	11/14/1994	24
Allbritain, Michael	Sr Attorney	\$ 74,173	11/18/2002	16
Bootes, Wendi	Sr Attorney	\$ 77,002	11/9/1998	20
Coglianesse, Richard	Sr Attorney	\$ 95,014	11/12/1996	22
Gibson, Joseph	Sr Attorney	\$ 80,018	5/18/2009	10
Graf-Caswell, Mary	Sr Attorney	\$ 74,173	11/12/1996	22
Harrell, Sarah	Sr Attorney	\$ 80,267	11/6/2006	12
Hill Arbogast, Janet	Sr Attorney	\$ 102,211	11/8/1993	25
Khoury, Paul	Sr Attorney	\$ 95,472	5/17/1999	20
Lippman, Allison	Sr Attorney	\$ 74,173	11/18/2002	16
Meyers, Amy	Sr Attorney	\$ 90,314	11/6/1989	29
Miller, Andrew	Sr Attorney	\$ 102,773	1/7/2002	17
Peterson, Cynthia	Sr Attorney	\$ 81,078	11/13/1995	23
Phillips, Westley	Sr Attorney	\$ 89,149	11/8/2004	14
Ralston, Brent	Sr Attorney	\$ 75,483	11/7/2005	13
Rinsky, Isaac	Sr Attorney	\$ 74,173	11/8/2010	8
Rybak, Deana	Sr Attorney	\$ 74,173	11/5/2007	11
Shea, Jennifer	Sr Attorney	\$ 74,173	11/9/2009	9
Sperlazza, William	Sr Attorney	\$ 87,714	5/14/2007	12
Steinberg, Stephen	Sr Attorney	\$ 75,483	11/10/1997	21
Thompson, Susan	Sr Attorney	\$ 82,680	5/21/2001	18
Wander, Michael	Sr Attorney	\$ 79,997	1/3/1996	23
Bennington, Jeffrey	Sr Attorney	\$ 84,157	11/20/2000	18
Roseboro, Anthony	Sr Attorney	\$ 97,843	4/28/1986	33



APPENDIX F

DAYTON LAW DEPARTMENT SALARIES

Name	Title	Salary	Bar Date	Years Practicing
Boddy, Vincent	Assist Attorney I	\$ 55,141	5/7/2018	1
Gehres, Martin	Assist Attorney I	\$ 57,366	11/13/2017	1
Baker, Garrett	Assist Attorney I	\$ 67,267	11/26/2008	10
Musto, Amy	Assist Attorney I	\$ 71,947	11/8/1999	19
Bozanich, Lindsay	Assist Attorney I	\$ 55,141	5/7/2018	1
Wreh, Ebony	Assist Attorney II	\$ 77,834	11/6/2006	12
Daniels, Troy	Assist Attorney II	\$ 74,859	11/9/2009	9
Kortjohn, Matthew	Assist Attorney II	\$ 76,190	11/17/2008	10
Musto, John	Chief Counsel	\$ 110,365	11/8/1999	19
Findley, Bridget	Chief Counsel	\$ 101,816	5/14/2007	12
Sexton, Andrew	Chief Counsel	\$ 110,448	11/8/1999	19
Cook, Stephanie	Chief Prosecutor	\$ 117,790	11/12/1996	22
Blackshear, Regina	Exec Secretary	\$ 59,550	n/a	n/a
Doseck, Barbara	Law Director	\$ 138,632	11/7/2005	13
Burns, Lynette	Law Office Assist	\$ 45,240	n/a	n/a
Barrow, Quawana	Law Office Assist	\$ 45,240	n/a	n/a
Rice, Cynthia	Law Office Assist	\$ 44,366	n/a	n/a
Barrow-Miller, Debra	Paralegal	\$ 56,867	n/a	n/a
Dickens, Norma	Sr Attorney	\$ 101,130	11/8/1993	25
Bazelak, Leonard	Sr Attorney	\$ 106,662	11/14/1994	24



APPENDIX G

TOLEDO LAW DEPARTMENT SALARIES

Name	Title	Salary	Bar Date	Years Practicing
Loukx, Adam	Assist Law Director	\$ 105,000	11/8/1993	25
Bookmiller, Julie	Attorney	\$ 53,000	5/4/2015	4
Jones, Jimmie	Attorney	\$ 58,000	11/6/2006	12
Kunzler, John	Attorney	\$ 58,000	12/12/2007	11
Puffenberger, Thomas	Attorney	\$ 62,500	11/5/2007	11
Schaefer, Henry	Attorney	\$ 55,000	5/18/2009	10
Smith, Victoria	Attorney	\$ 61,000	5/11/1987	32
Tighe, Elizabeth	Attorney	\$ 53,000	11/7/2016	2
Turvey-Albert, Michelle	Attorney	\$ 60,000	11/9/1992	26
Ujvagi, Matthew	Attorney	\$ 62,500	11/20/2000	18
Wallace, Krista	Attorney	\$ 54,000	5/2/2016	3
Bibish, John	Chief	\$ 73,000	11/7/2011	7
Charles, Jeffrey	Chief	\$ 95,000	5/15/1995	24
Toska, David	Chief	\$ 95,000	11/1/1983	35
Syring, Paul	General Counsel	\$ 105,000	11/5/1990	28
Emch, Dale	Law Director	\$ 104,000	11/7/2005	13
Brady, Rhonny	Sr Attorney	\$ 65,000	5/6/2013	6
Colturi, Jeffrey	Sr Attorney	\$ 70,000	11/7/1980	38
Granata, Eileen	Sr Attorney	\$ 87,000	5/13/1985	34
Green, Merritt	Sr Attorney	\$ 87,000	4/30/1976	43
Kovacik, Leslie	Sr Attorney	\$ 87,000	11/9/1998	20
Lawrence, Christopher	Sr Attorney	\$ 58,000	11/5/2012	6
Madigan, John	Sr Attorney	\$ 72,000	11/3/1973	45
McNamara, Joe	Sr Attorney	\$ 80,000	11/10/2003	15



APPENDIX H

YOUNGSTOWN LAW DEPARTMENT SALARIES

Name	Title	Salary	Bar Date	Years Practicing
Ocasio, Miriam	Assist Law Director	\$ 70,158	11/20/2000	18
Precurato, Conatta	Assist Secretary	\$ 34,237	n/a	n/a
Stewart, Joan	Assist Secretary	\$ 33,842	n/a	n/a
Shasho, Terri	Claims Investigator	\$ 46,571	n/a	n/a
Fehr, Eugene	Dep Director of Law	\$ 77,646	11/20/1978	40
Lantz, Dana	Dep Director of Law	\$ 74,173	11/9/1998	20
Limbian, John	Director of Law	\$ 83,949	5/14/1990	29
Kane, Martha	HR Supervisor	\$ 50,877	n/a	n/a
Byrd, Debra	Legislative Aide	\$ 33,010	n/a	n/a
Markulin, Victoria	Secretary	\$ 36,109	n/a	n/a
Moliterno, Jeffrey	Sr Assist Law Director	\$ 63,794	11/6/2012	6
Thompson, Kathleen	Sr Assist Law Director	\$ 63,794	5/9/2003	16
Alexander, Nicole	Sr Assist Law Director	\$ 63,794	5/6/2013	6



APPENDIX I

CLEVELAND LAW DEPARTMENT OUTSIDE COUNSEL FEES

Total 2017	\$ 1,925,886	\$ 261,554
Total 2018	\$ 1,731,817	\$ 831,368

*Public records provided by Division of Accounts

Year	Law Firm	Contract	Fees Paid	Encumbrance Remaining
2017	Alkire & Nieding LLC	CT-1001-PS2015*132	\$ -	\$ 29,687
2017	Bonezzi Switzer Polito & Hupp Co LPA	CT-1001-PS2013*134	\$ -	\$ 15,513
2017	Brouse McDowell LPA	CT-1001-PS2016*251	\$ 5,000	See 2018
2017	Calfee Halter & Griswold LLP	CT-1001-PS2012*225	\$ -	\$ 9,513
2017	Calfee Halter & Griswold LLP	CT-1001-PS2013*151	\$ 44,663	See 2018
2017	Calfee Halter & Griswold LLP	CT-1001-PS2015*218	\$ 258,862	See 2018
2017	David M Leneghan	CV-1001-PS2013*113	\$ -	\$ 6,289
2017	James E Arnold & Associates LPA	CT-1001-PS2014*073	\$ -	\$ 30,816
2017	Law Offices of Jon Ginter LLC	CT-1001-PS2015*215	\$ -	\$ 10,000
2017	Littler Mendelson PC	CT-1001-PS2012*278	\$ 28,998	See 2018
2017	Littler Mendelson PC	CT-1001-PS2013*167	\$ 80,320	See 2018
2017	Littler Mendelson PC	CT-1001-PS2014*015	\$ -	\$ 16,923
2017	Littler Mendelson PC	CT-1001-PS2016*080	\$ 10,653	See 2018
2017	Marshall Dennehey Warner Coleman & Goggin PC	CT-1001-PS2015*020	\$ 210	\$ 10,954
2017	Marshall Dennehey Warner Coleman & Goggin PC	CT-1001-PS2017*197	\$ 17,476	See 2018
2017	Page Wolfberg & Wirth LLC	CT-1001-PS2015*202	\$ -	\$ 18,675
2017	Roetzel & Andress LPA	CT-1001-PS2012*158	\$ -	\$ 4,125
2017	Roetzel & Andress LPA	CT-1001-PS2014*013	\$ -	\$ 43
2017	Roetzel & Andress LPA	CT-1001-PS2014*063	\$ -	\$ 6,736
2017	Roetzel & Andress LPA	CT-1001-PS2015*012	\$ -	\$ 9,647



2017	Roetzel & Andress LPA	CT-1001-PS2015*160	\$ 151,067	See 2018
2017	Roetzel & Andress LPA	CT-1001-PS2016*051	\$ 14,693	See 2018
2017	Roetzel & Andress LPA	CT-1001-PS2017*033	\$ 46,572	See 2018
2017	Roetzel & Andress LPA	CT-1001-PS2017*117	\$ 37,794	See 2018
2017	Roetzel & Andress LPA	CT-1001-PS2017*139	\$ 36,811	See 2018
2017	Roetzel & Andress LPA	CT-1001-PS2017*195	\$ 21,825	See 2018
2017	Scott & Winters Law Firm LLC	CT-1001-PS2016*090	\$ 14,120	See 2018
2017	Scott & Winters Law Firm LLC	CT-1001-PS2016*204	\$ 6,720	See 2018
2017	Scott & Winters Law Firm LLC	CT-1001-PS2017*020	\$ 13,800	See 2018
2017	Walter Haverfield LLP	CT-1001-PS2017*140	\$ -	\$ 10,000
2017	Weston Hurd Fallon Paisley & Howley	CT-1001-PS2015*011	\$ -	\$ 12,950
2017	Weston Hurd Fallon Paisley & Howley	CT-1001-PS2015*167	\$ -	\$ 3,325
2017	Wilkerson & Associates Co LPA	CT-1001-PS2013*058	\$ 20,960	See 2018
2017	Wilkerson & Associates Co LPA	CT-1001-PS2013*235	\$ -	\$ 2,480
2017	Wilkerson & Associates Co LPA	CT-1001-PS2015*010	\$ -	\$ 5,743
2017	Wilkerson & Associates Co LPA	CT-1001-PS2015*159	\$ -	See 2018
2017	Wilkerson & Associates Co LPA	CT-1001-PS2016*016	\$ -	See 2018
2017	Wilkerson & Associates Co LPA	CT-1001-PS2016*112	\$ 7,395	See 2018
2017	Zashin & Rich Co LPA	34963	\$ 1,107,946	\$ 52,035
2017	Zukerman Daiker & Lear Co LPA	CT-1001-PS2015*042	\$ -	\$ 6,100
2018	Brouse McDowell LPA	CT-1001-PS2016*251	\$ 1,250	\$ 3,750
2018	Calfee Halter & Griswold LLP	CT-1001-PS2011*179	\$ 2,335	\$ 980
2018	Calfee Halter & Griswold LLP	CT-1001-PS2013*151	\$ -	\$ 15,610
2018	Calfee Halter & Griswold LLP	CT-1001-PS2015*218	\$ 151,529	\$ 395
2018	Calfee Halter & Griswold LLP	CT-1001-PS2018*143	\$ 51,501	\$ 98,499



2018	Day Ketterer Ltd	CT-1001-PS2018*019	\$ 5,000	\$ 5,000
2018	Giffen & Kaminski LLC	CT-1001-PS2018*113	\$ 51,790	\$ 13,210
2018	Littler Mendelson PC	CT-1001-PS2012*278	\$ 6,294	\$ 15,458
2018	Littler Mendelson PC	CT-1001-PS2013*167	\$ 11,192	\$ 42,753
2018	Littler Mendelson PC	CT-1001-PS2016*080	\$ 35,898	\$ 28,071
2018	Littler Mendelson PC	CT-1001-PS2018*142	\$ 630	\$ 59,370
2018	Marshall Dennehey Warner Coleman & Goggin PC	CT-1001-PS2017*197	\$ 15,039	\$ 22,785
2018	Roetzel & Andress LPA	CT-1001-PS2015*160	\$ 49,155	\$ 19,271
2018	Roetzel & Andress LPA	CT-1001-PS2016*051	\$ -	\$ 1,738
2018	Roetzel & Andress LPA	CT-1001-PS2017*033	\$ 18,215	\$ 20,213
2018	Roetzel & Andress LPA	CT-1001-PS2017*117	\$ 33,881	\$ 8,324
2018	Roetzel & Andress LPA	CT-1001-PS2017*139	\$ -	\$ 13,189
2018	Roetzel & Andress LPA	CT-1001-PS2017*195	\$ 67,398	\$ 110,777
2018	Roetzel & Andress LPA	CT-1001-PS2018*019	\$ 7,675	\$ 12,325
2018	Scott & Winters Law Firm LLC	CT-1001-PS2016*090	\$ -	\$ 6,480
2018	Scott & Winters Law Firm LLC	CT-1001-PS2016*204	\$ -	\$ 3,060
2018	Scott & Winters Law Firm LLC	CT-1001-PS2017*020	\$ -	\$ 6,200
2018	Scott & Winters Law Firm LLC	CT-1001-PS2018*114	\$ 7,280	\$ 22,720
2018	Wilkerson & Associates Co LPA	CT-1001-PS2013*058	\$ 551	\$ 6,713
2018	Wilkerson & Associates Co LPA	CT-1001-PS2015*159	\$ -	\$ 8,993
2018	Wilkerson & Associates Co LPA	CT-1001-PS2016*016	\$ -	\$ 5,923
2018	Wilkerson & Associates Co LPA	CT-1001-PS2016*112	\$ -	\$ 12,728
2018	Wilkerson & Associates Co LPA	CT-1001-PS2018*008	\$ 4,425	\$ 25,575
2018	Zashin & Rich Co LPA	67525	\$ 1,210,779	\$ 241,257



APPENDIX J

GENERAL CITY STATISTICS

City	Population*	Total Revenues ‡	Total Attorneys	Total Attorney Salaries	Attorney per Capita	Revenue per Capita
Akron	197,846	\$ 237,796,000	24	\$ 1,923,168	8,244	\$ 1,202
Canton	70,909	\$ 71,526,000	17	\$ 1,293,323	4,171	\$ 1,009
Cincinnati	301,301	\$ 536,394,000	59	\$ 5,164,602	5,107	\$ 1,780
Cleveland	385,525	\$ 631,164,000	74	\$ 5,051,318	5,210	\$ 1,637
Columbus	879,170	\$ 1,073,077,000	70	\$ 6,023,534	12,560	\$ 1,221
Dayton	140,371	\$ 171,773,000	17	\$ 1,466,046	8,257	\$ 1,224
Toledo	276,491	\$ 230,386,000	26	\$ 1,912,000	10,634	\$ 833
Youngstown‡	64,604	\$ 50,375,000	9	\$ 635,274	7,178	\$ 780
* 2017 est.						
‡ from 2017 CAFR						
‡ from 2016 Ohio State Auditor audit due to unavailability of 2017 Youngstown CAFR						



APPENDIX K

AVERAGE ATTORNEY SALARIES UNMODIFIED FOR COST-OF-LIVING INDEX

City	Chief Officer	Managing	>20 Years	11-20 Years	6-10 Years	2-5 Years	<2 Years
Akron	\$ 138,320	\$ 110,989	\$ 114,098	\$ 89,742	\$ 69,815	\$ 55,923	\$ 50,336
Canton	\$ 108,555	\$ 103,945	\$ 97,145	\$ 74,610	\$ 67,461	\$ 58,809	\$ 42,640
Cincinnati	\$ 172,341	\$ 125,071	\$ 117,676	\$ 107,228	\$ 70,945	\$ 64,952	\$ -
Cleveland	\$ 137,657	\$ 101,116	\$ 82,838	\$ 62,255	\$ 51,215	\$ 49,111	\$ 47,562
Columbus	\$ 184,600	\$ 128,538	\$ 111,177	\$ 92,516	\$ 69,805	\$ 62,673	\$ 59,384
Dayton	\$ 138,632	\$ 110,105	\$ 108,527	\$ 94,312	\$ 72,772	\$ -	\$ 55,883
Toledo	\$ 104,000	\$ 94,600	\$ 84,000	\$ 73,143	\$ 62,750	\$ 56,250	\$ -
Youngstown	\$ 83,949	\$ 75,910	\$ 78,589	\$ 69,375	\$ 63,794	\$ 63,794	\$ -

City	Chief Officer	Managing	>20 Years	11-20 Years	6-10 Years	2-5 Years	<2 Years
Akron	100%	110%	138%	144%	136%	114%	106%
Canton	79%	103%	117%	120%	132%	120%	90%
Cincinnati	125%	124%	142%	172%	139%	132%	n/a
Cleveland	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Columbus	134%	127%	134%	149%	136%	128%	125%
Dayton	101%	109%	131%	151%	142%	n/a	117%
Toledo	76%	94%	101%	117%	123%	115%	n/a
Youngstown	61%	75%	95%	111%	125%	130%	n/a



APPENDIX L

AVERAGE ATTORNEY SALARIES MODIFIED FOR COST-OF-LIVING INDEX

County	Cost of Living Index*	Chief Officer	Managing	>20 Years	11-20 Years	6-10 Years	2-5 Years	<2 Years
Summit	0.855	\$ 141,879	\$ 113,845	\$ 117,034	\$ 92,051	\$ 71,612	\$ 57,362	\$ 51,631
Stark	0.835	\$ 114,015	\$ 109,173	\$ 102,031	\$ 78,362	\$ 70,855	\$ 61,767	\$ 44,785
Hamilton	0.917	\$ 164,823	\$ 119,615	\$ 112,543	\$102,551	\$ 67,850	\$ 62,119	\$ -
Cuyahoga	0.877	\$ 137,657	\$ 101,116	\$ 82,838	\$ 62,255	\$ 51,215	\$ 49,111	\$ 47,562
Franklin	0.959	\$ 168,816	\$ 117,547	\$ 101,671	\$ 84,605	\$ 63,836	\$ 57,314	\$ 54,306
Montgomery	0.835	\$ 145,605	\$ 115,643	\$ 113,986	\$ 99,056	\$ 76,433	\$ -	\$ 58,694
Lucas	0.817	\$ 111,638	\$ 101,547	\$ 90,169	\$ 78,514	\$ 67,358	\$ 60,381	\$ -
Mahoning	0.770	\$ 95,614	\$ 86,458	\$ 89,510	\$ 79,015	\$ 72,658	\$ 72,658	\$ -
*Based upon Sperling's Best Places indices (www.bestplaces.net/cost_of_living/)								

City	Chief Officer	Managing	>20 Years	11-20 Years	6-10 Years	2-5 Years	<2 Years
Akron	103%	113%	141%	148%	140%	117%	109%
Canton	83%	108%	123%	126%	138%	126%	94%
Cincinnati	120%	118%	136%	165%	132%	126%	n/a
Cleveland	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Columbus	123%	116%	123%	136%	125%	117%	114%
Dayton	106%	114%	138%	159%	149%	n/a	123%
Toledo	81%	100%	109%	126%	132%	123%	n/a
Youngstown	69%	86%	108%	127%	142%	148%	n/a



APPENDIX M

From: Carson, Drew

Sent: Sunday, August 07, 2016 5:14 PM

To: Langhenry, Barbara; Vest, Vida; Armstrong, William; Aston, Patricia; Bacevice, John; Barra, Jonathan; Bertovich, Richard; Bickerstaff, Linda; Busser, Donna; Butler, Annette; Comer, Michele; Cornely, Mary; Curtis, Ronda; Dinehart, Jillian; Downey, Carolyn; Gareau, Bill; Hastings, L. Stewart; Horvath, Richard; Houston, Aikaterini; Kaiser, Thomas; Kelly, Nancy; Mack, Lisa; Madorsky, Harold; Mallamad, Shawn; Marks, Jeffrey; Martinek, Steven; Matejka, Dennis; McGory, Jonathan; Menzalora, William; Meyer, Carl; Mills, John; Nathanson, Connor; Opalich, Austin; Paspek, Andrea; Payne, Jerome; Peters, George; Rosman, Debra; Sabrey, James; Scheurman, Keith; Singletary, Gary; Tomasello, Shirley; Wagner, Laure; Williamson, Elizabeth

Cc: Bermudez, Elena; Luton, Aaeshah; Hoffman, Tara

Subject: Re: outside counsel invoices

Barbara:

I greatly appreciate your response. My intention was to initiate and continue a constructive conversation among colleagues on the same team.

Although I accept your representations of the historic use of outside counsel, allow me to share my personal observations in this regard since my return to the law department two years ago.

I cannot speak to any staffing issues with regard to our transactional work. I can respond substantively and accurately on this issue with regard to our labor and employment and litigation work.

While there may be reasons for using outside counsel to conduct labor negotiations in the public safety practice section, there is absolutely no good reason to use outside counsel for non- public safety labor negotiations. I briefly addressed this issue to you a year ago and you responded that it was a staffing issue meaning I presumed our in house staff did not have the time to conduct labor negotiations.

Two points. First, right now Austin and I working together can handle these negotiations although it would admittedly add to an already heavy work load. Second, adding in house staff to adequately cover the work load would be enormously more economical than the status quo. Every dollar spent on outside counsel for this purpose is a pure waste of taxpayer's money. I intend to obtain the actual numbers but we must be hemorrhaging money on outside counsel to handle labor negotiations, including I suspect every dollar spent on public safety negotiations.

I am not privy to any reason to pay top dollar outside counsel fees for BWC administrative actions and collection actions. Respectfully, this work does not require any special expertise.

As for litigation, I asked to speak to you about handling in house a recent class action suit against the City. At the time I didn't realize it was a public safety matter. Bill brought that to my attention and commented that his section did not have the staffing or experience to handle the case.



i have extensive class action defense experience. Twice in my career I have served as special counsel retained by the Ohio attorney general's office to defend class actions. Gerry Messerman and I represented the state of Ohio, than Governor Voinovich, the Director of the Department of Corrections and the former warden of the Lucasville maximum security prison in all civil litigation arising from the Lucasville prison riot of 1993, including a civil rights class action filed on behalf of the inmates at Lucasville not involved in the riot. The case concluded in a favorable settlement. Recently, Steve Miller and I represented the BWC in the San Allen class action challenging the Bureau's group employer premium rating system. Over 2 Billion dollars were at stake and I have recently learned that it was the largest dollar amount at stake lawsuit ever filed in the state of Ohio. We were replaced on the case prior to trial following Mike Dewine's election to the attorney general's office for purely political reasons. Replacement counsel lost the case in the trial court and the 8th Dist. following which the case settled. Although it would have ultimately had to have been decided by the Ohio Supreme Court, I am confident our client would have prevailed had we been retained as counsel.

With adequate staffing we have the in house expertise to handle the defense of class actions. I don't mean this presumptuously or boastfully, but I have tried well over 150 cases to juries and the bench and there is no area of complex litigation outside my expertise with the possible exception of patent litigation, although I have extensive experience as well in non- patent intellectual property litigation. And again if the issue is staffing, adding staff would be far more economical than the retention of outside counsel. I am personally familiar with attorney's fees charged for the defense of class actions, and these cases typically result in the payment of 6 figure and sometimes in excess of a million dollars in fees.

I am personally fond of and have a good working relationship with Jon Dileno and Ami Patel but I don't accept they have expertise we don't possess. I asked that I be kept in the loop on their work on the Henry Mallett case but wasn't and just received copies of their unsuccessful Supreme Court filing. I was surprised and dismayed that their brief failed to cite to the controlling statute.

But all this speaks to a larger point. And that is our Department's inability to recruit and retain talent because of the present salary structure. I am tired of the going away parties for talented attorneys who would have stayed in the Department but for the City's refusal to pay them peanuts compared to what we are paying for outside counsel. The prime examples I'm personally familiar with are among others Jennifer Myers and Alex Cortes. How can we justify losing their talent and paying what I am sure is well in excess of a million dollars a year in outside counsel fees. And the lack of talent has consequences. I won't name names or state specific numbers. But as I've discussed with you I inherited matters nice my return to the Department where attorney negligence has resulted in liability, payment, and exposure to the City of in excess of a million dollars.

I'm not expecting that we ever compete with private sector salaries, but the status quo is not acceptable. Our salary structure needs to be such that in combination with other tangibles such as quality of work and work atmosphere, young and experienced attorneys want to work here. Presently, every attorney offered more money typically leaves the Department. This should be unacceptable.

I have tried to informally understand what drives this process and on Hal's advice brought it to his and your attention, up the chain of command. But these concerns were ignored so I asked Sharon if she understood what drives this structure. She responded that she had no idea and agreed that it was costly. And respectfully I think there is not enough communication between the Chiefs and Department heads with the Assistant



Directors of Law. Those of us who applied for Joe Scott's position did not even receive the courtesy of a rejection notice although I acknowledge that you orally conveyed to me that you were not going to fill and I would not be offered the Labor and Employment Chief's position.

I am at a loss to know what is the driver of this present inefficient and costly set up. I have represented most of my career public corporations which have shareholders to answer to. The City is a municipal corporation and the Mayor is the Chief Executive officer of a corporation and along with City Council represent the interests of the City of Cleveland. I can't imagine that our shareholder/citizens would find these arrangements acceptable.

Put simply, we could increase staffing, increase salaries, and attract and retain first rate legal talent at an enormous cost saving to the City. Isn't that in the City's best interests?

I serve at yours and the Mayor's pleasure. And I am working in this Department because I want to be here in this potentially transformative time for our City and thrilled to be working for you for whom I have the deepest respect.

Do I want to advance my own career and the interests and personal welfare of the attorneys who work in this Department. Sure.

But I'm initiating this conversation first and foremost out of my professional obligation to the best interests of the client. And I don't think either the client's or the attorneys who represent it interests are well served by the status quo. And I'm admittedly initiating the conversation as well out of frustration because I am overworked, underpaid, and under utilized. And finally because I believe we have the tools at our disposal to make our Department first rate and to leave it (as I for one am not getting any younger) better than we found it.

I'd truly appreciate the opportunity to discuss further these issues upon my return.

Truly respectfully,

Drew

From: Langhenry, Barbara

Sent: Saturday, August 6, 2016 5:57 PM

To: Carson, Drew; Vest, Vida; Armstrong, William; Aston, Patricia; Bacevice, John; Barra, Jonathan; Bertovich, Richard; Bickerstaff, Linda; Busser, Donna; Butler, Annette; Comer, Michele; Cornely, Mary; Curtis, Ronda; Dinehart, Jillian; Downey, Carolyn; Gareau, Bill; Hastings, L. Stewart; Horvath, Richard; Houston, Aikaterini; Kaiser, Thomas; Kelly, Nancy; Mack, Lisa; Madorsky, Harold; Mallamad, Shawn; Marks, Jeffrey; Martinek, Steven; Matejka, Dennis; McGory, Jonathan; Menzalora, William; Meyer, Carl; Mills, John; Nathanson, Connor; Opalich, Austin; Paspek, Andrea; Payne, Jerome; Peters, George; Rosman, Debra; Sabrey, James; Scheurman, Keith; Singletary, Gary; Tomasello, Shirley; Wagner, Laure; Williamson, Elizabeth

Cc: Bermudez, Elena; Luton, Aaeshah; Hoffman, Tara

Subject: RE: outside counsel invoices



The City historically has had outside counsel represent it in Workers' Compensation administrative actions, labor negotiations, and collections. Aside from that representation, outside counsel is hired only when there is a conflict in representation by the City's Law Department, when the matter involves areas requiring special expertise that we do not possess, for example intellectual property, or when the matter clearly will require a large attorney-time commitment that the Law Department cannot accommodate.

From: Carson, Drew

Sent: Friday, August 05, 2016 11:06 AM

To: Vest, Vida; Armstrong, William; Aston, Patricia; Bacevice, John; Barra, Jonathan; Bertovich, Richard; Bickerstaff, Linda; Busser, Donna; Butler, Annette; Comer, Michele; Cornely, Mary; Curtis, Ronda; Dinehart, Jillian; Downey, Carolyn; Gareau, Bill; Hastings, L. Stewart; Horvath, Richard; Houston, Aikaterini; Kaiser, Thomas; Kelly, Nancy; Langhenry, Barbara; Mack, Lisa; Madorsky, Harold; Mallamad, Shawn; Marks, Jeffrey; Martinek, Steven; Matejka, Dennis; McGory, Jonathan; Menzalora, William; Meyer, Carl; Mills, John; Nathanson, Connor; Opalich, Austin; Paspek, Andrea; Payne, Jerome; Peters, George; Rosman, Debra; Sabrey, James; Scheurman, Keith; Singletary, Gary; Tomasello, Shirley; Wagner, Laure; Williamson, Elizabeth

Cc: Bermudez, Elena; Luton, Aaeshah; Hoffman, Tara

Subject: Re: outside counsel invoices

Yes, I have a question. Why on earth does a City in fiscal crisis expend enormous amounts of money on outside counsel as opposed to investing at far less cost in competent in house counsel who can achieve as good as if not better results at an enormous cost savings to the City?

The Mayor speaks publicly about the mission of the City to provide services efficiently and effectively. Why doesn't this mission apply to the City's provision of legal services?

Something's rotten in this state of Denmark.

Drew

From: Vest, Vida

Sent: Friday, August 5, 2016 10:18 AM

To: Armstrong, William; Aston, Patricia; Bacevice, John; Barra, Jonathan; Bertovich, Richard; Bickerstaff, Linda; Busser, Donna; Butler, Annette; Carson, Drew; Comer, Michele; Cornely, Mary; Curtis, Ronda; Dinehart, Jillian; Downey, Carolyn; Gareau, Bill; Hastings, L. Stewart; Horvath, Richard; Houston, Aikaterini; Kaiser, Thomas; Kelly, Nancy; Langhenry, Barbara; Mack, Lisa; Madorsky, Harold; Mallamad, Shawn; Marks, Jeffrey; Martinek, Steven; Matejka, Dennis; McGory, Jonathan; Menzalora, William; Meyer, Carl; Mills, John; Nathanson, Connor; Opalich, Austin; Paspek, Andrea; Payne, Jerome; Peters, George; Rosman, Debra; Sabrey, James; Scheurman, Keith; Singletary, Gary; Tomasello, Shirley; Wagner, Laure; Williamson, Elizabeth

Cc: Bermudez, Elena; Luton, Aaeshah; Hoffman, Tara

Subject: outside counsel invoices

When you review invoices, you need to make sure that a copy of their disbursements is attached.

When deposition services are needed, ask them to use Fincun-Mancini. Outside counsel must tell Fincun-Mancini that the service is for Cleveland Law Dept. so that the discounted rate is applied, and the charge is included in the rebate we get.

Any questions, let me know. Thanks.

Vida

